A vertical red bar on the left side of the slide contains various white and dark red abstract icons. These include a cloud with a keyhole, a database cylinder, a server rack, a computer monitor, a large upward-pointing arrow, and several 'X' and 'O' symbols connected by lines, suggesting a complex system or process.

Co-creating a vision in the open with 5000+ people

Jimmy Sjölund
Principal agile practitioner

PASSION LED US HERE

Set a direction

Background

Or the beginning of our problem statement



- ▶ 5000+ Associates working on our core products
- ▶ Pockets of Continuous Improvement happening
- ▶ Demand from customers for faster releases at the same quality
- ▶ A challenge to have a coordinated view of our Products Portfolio



The ODF Application: A 4 Phase Approach

Overview

What it is

- ▶ A flexible, open approach to making business decisions and leading projects

When to use it

For decisions and projects that are likely to:

- ▶ impact our culture or
- ▶ affect associates beyond your immediate team

How to use it

- ▶ Build steps from the Open Decision Framework into your project plan or decision-making process

What is an open decision?



Transparent

Explain who is making the decision, what problems you're trying to solve, the requirements and constraints involved, and the process you will follow.



Inclusive

Engage others for feedback and collaborate throughout the decision-making process.
Seek out diverse perspectives, including potential detractors.



Customer-centric

Think of people as customers with competing needs and priorities.
When a decision will help some customers, but disappoint others, manage relationships and expectations while getting stuff done.

Open decisions are made using open source principles

Open exchange

Transparency with customers and stakeholders

Release early & often

Adapt iteratively, a key agile principle

Participation

Involves those most impacted by the change
Ideas can come from any part of the organization

Community

Builds trust and respect, through collaboration

How open source principles lead to better decisions

PRINCIPLES

- ▶ Open exchange
- ▶ Participation
- ▶ Release early + often
- ▶ Community

PRACTICES

- ▶ Transparency with internal customers and other stakeholders
- ▶ Customer involvement
- ▶ Gain feedback and adapt iterative changes
- ▶ Ideation with customers
- ▶ Build trust and respect via collaboration

OUTCOMES

- ▶ Customer buy-in
- ▶ Stronger and faster adoption
- ▶ Best ideas win
- ▶ Fewer bugs, issues, and unanticipated impacts
- ▶ Higher associate engagement
- ▶ Decisions aligned to strategy and culture

You can't please everyone.

But when you make open decisions, people feel ...

- ▶ I understand why the decision was made and how it aligns to our strategy, goals, and mission.
- ▶ There was visibility to the business requirements, research, and evaluation criteria.
- ▶ The decision-making process was inclusive and transparent.
- ▶ Although I wasn't the decision maker, I was able to contribute to the process.
- ▶ I may not agree with the decision, but it's obvious that the decision makers understand our values and culture.
- ▶ I might be disappointed, but I wasn't surprised.
- ▶ My voice was heard and valued.



Concept, Define, Ideate

Lead with transparency.

Define a Problem Statement.

Identify who will contribute and who will sign off.

Build diversity of thought and an inclusive environment.



Plan, Research

Gather input.

Make it easy to participate.

Explain the obvious and publish your research.

Remain open to new information and perspectives.



Design, Develop, Test

Build your community.

Promote open exchange.

Make it safe to voice concerns.

Publish progress in an open place.

Launch, Deploy, Close

Begin with the end in mind.

Show how feedback shaped the decision.

Default to open.

Contribute upstream.





How about that vision then?

Invited people to drive the decision

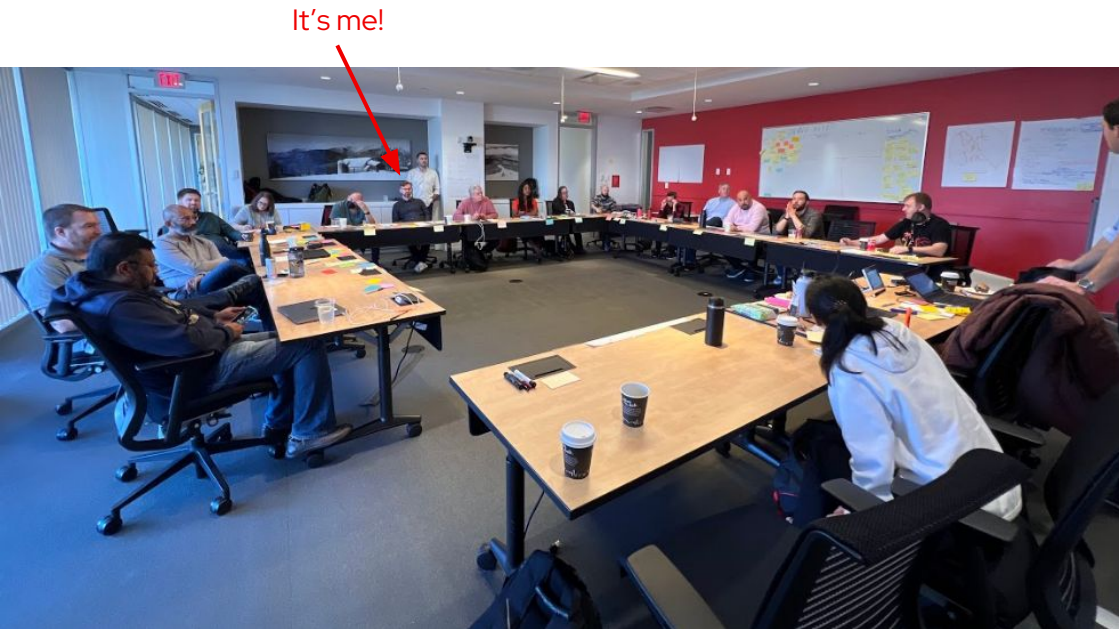


- ▶ Call for volunteers issued
- ▶ 22 people chosen from 100+ volunteers
- ▶ Willing to give 20 hours of their time over a period of 3-4 months
- ▶ Diverse, inclusive group

Remember our Problem Statement?

- ▶ Faster to market
- ▶ Same quality or higher
- ▶ Coordination across product streams
- ▶ Associate wellbeing and avoiding burnout

We gathered to Ideate and bound the ODF



- ▶ Reiterated the problem statement
- ▶ Redefined scope
- ▶ Defined 4 Key Objectives
 - A unifying Continuous Improvement Vision for the entire Organisation
 - A singular view of our products
 - Roles and Responsibilities for this brave new future
 - Training to enable it all

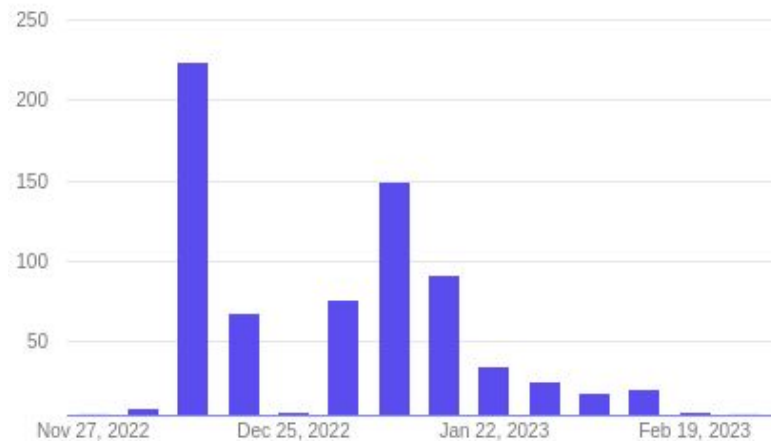
Second and third phases

Plan, Research, Engage & Design, Develop, Test

Total 506 unique viewers since Nov 29, 2022 ⓘ



Weekly unique viewers for Nov 30, 2022 - Apr 20, 2023



Vision Statement document v 2.0

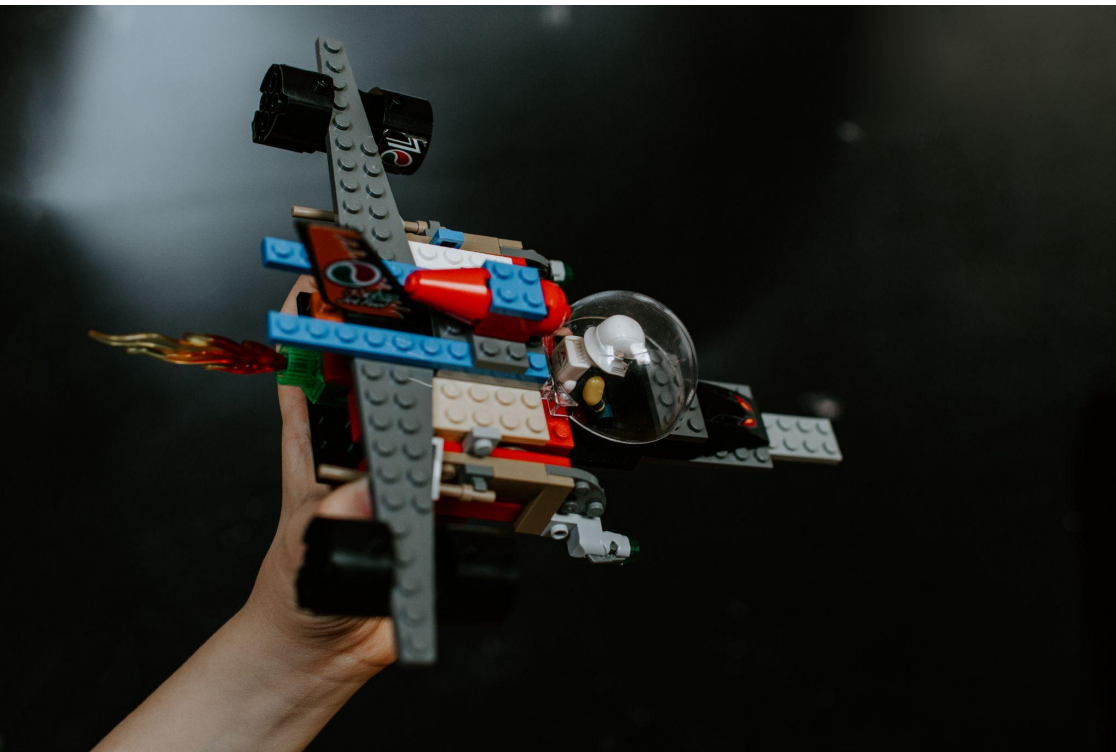
- ▶ Vision Statement v 1.0
 - 22 unique viewers
 - 42 comments, 55 replies
- ▶ Vision Statement v 2.0
 - 502 unique viewers
 - 113 comments, 239 replies
- ▶ Vision Statement v 3.0.1
 - 131 unique viewers
 - 60 comments, 141 replies

Shared, discussed, presented



- ▶ Office hours
- ▶ Engaged 1:1 with those giving deep feedback
- ▶ Went on team calls and leadership calls at all levels
- ▶ Engaged our leadership to provide direct feedback in the documents
- ▶ Moulded a set of outcomes that we could call Version 1.0
 - This will grow and evolve as the action plans get implemented

Launch and continuance



- ▶ Launched on the 10th of February 2023
- ▶ Hub and spoke model for continuance
 - Refine
 - Harden
 - Learn by doing

Concluding thoughts

<https://github.com/red-hat-people-team/open-decision-framework>



- ▶ Effective feedback loops
- ▶ Whole org involvement, everyone inputs to strategy
- ▶ A graduating pathway from Vision to Objectives to Actions

A vertical red bar on the left side of the slide contains a complex, stylized graphic. It features various icons: a cloud with a keyhole, a database cylinder, a server rack, a person silhouette, and several arrows pointing in different directions. There are also 'X' and 'O' symbols scattered throughout the design.

Thank you

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